

22 June 1977

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SUBJECT: Training and the PDP

3. We also believe that the Advanced Intelligence Seminar (AIS) should be dropped as a PDP-associated course. The courses listed above clearly meet the goals of executive development, both in terms of the subject matter and the students who are selected. The AIS, on the other hand, while including a short overview on the Agency, devotes most of its twelve days to a refresher on international and domestic trends of interest to the Agency. The function of the AIS, in effect, is to provide training opportunities for officers who were not selected for the Midcareer Course or are unlikely to be selected by the Senior Seminar. Although we believe the AIS is good, it does not rank with the courses in the above list with respect to executive development.

4. Reference (b) (EAG Minutes of 3 June 1977) includes in its list of study areas (item 15) the following:

"Recognizing the growing importance of training in keeping our personnel an courant and professionally competent, should personnel and training responsibilities be combined organizationally to any extent?"

Based on feedback from a variety of recent studies and sources (questions on training in the Employee Attitudinal Survey, the Critical Training Needs Report, the House Appropriations Committee survey, my monthly meetings with the Senior Training Officers, and student evaluations of courses), OTR is doing a pretty fair job of keeping our personnel up to date. As to keeping them professionally competent, we think we are doing a pretty decent job in most, but not necessarily all, areas. I believe that there would be some advantage in bringing our respective staffs into closer touch in a number of areas, especially with respect to planning in the executive development area. The ground covered in your 5 May memorandum, which I have commented on above, shows that there is a lack of coordination between our respective organizations. I think we should work out some provision for more regularized contact and coordination on joint training/personnel matters than is currently the case.

[Redacted Signature]

Harry H. Fitzwater

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